

President's High Growth Job Training Initiative Specialty Nurse Training



Grant amount: \$4,000,000 Total (*Florida:* \$2,000,000; *Texas:* \$2,000,000)

Leveraged amount: \$6,076,930

Florida: \$4,303,350 in cash from HCA

\$ 149,580 in-kind from Broward Community College

Texas: \$1,624,000 in-kind from St. David's HealthCare Partnership

Grantee: Hospital Corporation of America (HCA)

Key partners: Broward County Community College, Ft. Lauderdale, FL; Austin County Community College, Austin, TX; St David's HealthCare Partnership, Austin, TX

Grant activities will take place in South Florida and Austin, Texas.

Challenge

A shortage of critical care nurses threatens the nation's health care system. In addition, without sufficient patient contact, inexperienced graduate nurses cannot fill openings in critical care areas quickly enough. Unless innovative solutions are developed, this lack of experienced nurses will continue to adversely affect health care services in the U. S.

Addressing the Challenge

With its \$4,000,000 grant from ETA, this Specialty Nurse Training pilot program will implement two approaches to address the lack of experienced nurses and set standards that can be replicated across the country. The Florida program will create a distance learning model, and the Texas fellowship program will create an intensive, hands-on, accelerated learning setting similar to a medical residency. Both programs furnish the specialized training nurses need to perform at higher levels more quickly than traditional approaches.

Projected Outcomes

Florida: At least 100 students will enter the critical care core program during the grant's first year. In their second year, these students will specialize in either critical care or the emergency department. Meanwhile, another 100 students will enroll in the critical care core program. When their clinical rotations end, students will be able to provide care on their own. *Texas:* Eighty candidates will complete a year in the Nursing Apprenticeship/Fellowship program, qualifying them to work in specialty areas such as intensive care units, emergency departments, and surgical services.

Sustainable Impact

This grant's partners are committed to these activities beyond the grant period. A new, self-supporting Specialty Training Institute that will offer courses and technical expertise nationally will assure the sustainability of the program. Grant funds will offset start-up costs associated with curriculum development for both programs.



EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative

Grow Our Own



Grant amount: \$4,000,000

Leveraged amount: \$1,620,000 cash and \$2,837,200 in-kind from participating hospitals.

Grantee: Rio Grande Valley Allied Health Training Alliance – Weslaco, Texas

Key partners: 10 hospitals, five educational institutions, four counties, two workforce development boards, and one faith-based community organization.

Grant activities will take place in Cameron, Hidalgo, Starr, and Willacy Counties, Texas.

Challenge

Multiple barriers contribute to the severe nursing and allied health professionals shortages occurring in rural border communities. If these barriers are not addressed, the skills shortage will worsen, jeopardizing health care services in these communities.

Addressing the Challenge

With its \$4,000,000 grant, the Rio Grande Valley Allied Health Training Alliance will assist area businesses and community leaders to develop, attract, and retain homegrown talent. Key objectives include enrolling students in Post-Licensure Specialty Training, creating a Skills Workforce Academy for Nursing and Allied Health candidates, retaining them through tuition assistance, and developing a High School Concurrent Enrollment Program and comprehensive Faculty Sharing Program while drawing from Alliance hospitals' supply of Masters of Science in Nursing.

Projected Outcomes

Grow Our Own will: a) Enroll 135 participants in Post Licensure Specialties with a completion rate of 95 percent; b) Prepare 70 students annually in academies; c) Write curricula and learning objectives so that 90 high school juniors and seniors have the annual opportunity to take college classes d) Expand comprehensive case management services to 360 participants with retention rates for all students reaching 90 percent; e) Utilize online coursework by Fall 2005 as part of the Faculty Sharing Program for one allied health specialty; and f) Develop an online, regional scheduling system in 2004 for coordinating 400 students' clinical rotations in Fall 2005.

Sustainable Impact

The members that comprise the Alliance are well positioned to ensure the sustainability of this project beyond the cessation of federal funds.



EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative A System for Upgrading Incumbent Health Care Workers into High-Skill Jobs

Grant amount: \$3,000,000

Leveraged amount: \$3,900,000 in-kind from Johns Hopkins Health System

Grantee: Johns Hopkins Health System

Key partners: Baltimore City Community College; Community College of Baltimore County

Grant activities will take place in Baltimore, Maryland

Challenge

There is an immediate, severe shortage of skilled health care workers, and a wide range of evidence exists that the demand for these workers will increase while the number of individuals enrolled in accredited programs to receive training for the most critical skills is decreasing. If unaddressed, this problem will continue to threaten the availability and quality of health care in the United States.

Addressing the Challenge

Under its \$3,000,000 grant from ETA, Johns Hopkins Health System will develop and execute an Incumbent Worker Career Acceleration Program, which will be comprised of five components: 1) An initiative for addressing retention and growth of at-risk workers; 2) A GED and diploma preparation program; 3) An initiative for retraining of employees in declining jobs for emerging jobs; 4) A high-potential worker assessment and skills training program; and 5) An initiative to upgrade training of incumbent workers into critical skills shortage positions.

Projected Outcomes

Johns Hopkins projects an 80% success rate in employment retention for 100-150 employees participating in the Retention and Growth of At-Risk Workers initiative. It also expects to achieve a 70% retention rate among 50 incumbent workers receiving a GED or diploma through this initiative. In addition, of those 70% at least 50% are expected to go on to further skills training and higher-skilled positions. 75 of Johns Hopkins' workers will be assessed, counseled, and provided skills-based training for emerging new jobs. High-Potential Worker Assessment will result in an estimated 200-plus workers entering either remedial education or various skills-based training programs leading to the staffing of more critical skilled positions.

Sustainable Impact

Johns Hopkins is strongly committed to share all initiatives of its Incumbent Worker Career Acceleration Program with the health care industry and the public workforce system.



EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Healthcare Career Lattice: A Model for Enhanced Learning

Grant amount: \$1,877,517

Leveraged amount: \$910,000 in cash and \$294,000 in-kind from Evangelical Lutheran Good Samaritan Society (ELGSS)

Grantee: The Evangelical Lutheran Good Samaritan Society, Sioux Falls, South Dakota

Key partners: *In South Dakota:* Lake Area Technical Institute, Watertown; South Dakota State University, Brookings; University of South Dakota, Vermillion; Sioux Valley Hospitals and Health System, Sioux Falls; pullUin software/South Dakota Health Technology Innovations Inc., Vermillion *In Nebraska:* Bellevue University, Bellevue

Grant activities will unfold through the use of distance learning technology. Mentoring will be delivered at 25 sites mostly in Minnesota, North Dakota, and South Dakota.

Challenge

Recruitment and retention of health care professionals is especially challenging in rural communities where educational opportunities are limited. Without more access to education, the health care industry's labor pool will keep shrinking.

Addressing the Challenge

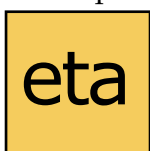
With its \$1,877,517 grant, ELGSS will recruit from high schools and non-traditional labor pools such as displaced workers, and collaborate with Sioux Valley Hospitals and Health System to raise public awareness of health care career opportunities. To increase retention, ELGSS will start a Mentor project for entry-level workers and develop Management Certificate training. To build the capacity of education and training providers, ELGSS will deliver online nursing programs up through the Master's degree level. Training will be offered in employees' own ELGSS long-term care facilities – 50% of which are located in Minnesota, South Dakota, North Dakota, Iowa, and Nebraska – through an innovative blend of distance learning, mentoring, and clinical experience in health care sites near the employees' homes.

Projected Outcomes

ELGSS will implement an apprenticeship model program for Management Certificate Training with DOL and Bellevue University. ELGSS also will partner with Lake Area Technical Institute to develop and deliver an online LPN program, as well as with South Dakota State University to deliver online BSN and MSN programs, with an emphasis on geriatrics. Each part of the overall project is replicable for use throughout the nation's health care industry.

Sustainable Impact

ELGSS has made a strong commitment sustain this project. Tuition and fees generated by education providers involved in this initiative will sustain their established history of producing qualified nurses.



President's High Growth Job Training Initiative Maryland Healthcare Workforce Initiative



Grant amount: \$1,500,000

Leveraged amount: \$700,000 from State of Maryland Employer Matching Fund

Grantee: State of Maryland

Key partners: To be determined during grant activities

Grant locations: Statewide

Challenge

There are two major challenges facing the health care industry: 1) lack of nurses and allied health professionals; and 2) lack of qualified academic and clinical health care faculty. The lack of faculty is preventing the admission of applicants into nursing and allied health programs which ultimately affects the number of qualified nurses and allied health professionals available for employment. If these two challenges are unaddressed, this worker shortage will have severe and damaging impacts upon the availability and quality of health care services in the United States.

Addressing the Challenge

Under its \$1,500,000 grant from ETA, the Maryland Governor's Workforce Investment Board (GWIB) will address the faculty capacity problem by implementing a scholarship program for nurses who pursue credentials to teach nursing and allied healthcare professions. The GWIB will also implement a scholarship program for Licensed Practical Nurses (LPNs) and other incumbent workers that are seeking their Registered Nurse (RN) credentials to backfill the RNs that pursue their Master's Degree. Additionally, an Incumbent Worker Training strategy will be implemented to assist health care employers to upgrade the skills of existing workers.

Projected Outcomes

The "Teaching for the Health of It" scholarship program will provide 40 one-time only scholarships in the amount of \$10,000 each for nurses pursuing teaching credentials. The other scholarship program will provide 40 one-time only scholarships in the amount of \$10,000 for LPNs and other incumbent workers who are seeking their RN credentials. Partnerships between employers and the community college system will be created to provide allied health care training for incumbent workers.

Sustainable Impact

The GWIB has established a Governor's Healthcare Workforce Steering Committee that consists of members from industry, economic development, employment services, and education to develop and implement collaborative solutions. Currently the health care industry in Maryland spends over \$11,140,000 to educate, attract, and retain health care workers because of the faculty shortfall. The GWIBs and the Maryland Healthcare Workforce Steering Committee are committed partners for continuing and sharing the model throughout the nation.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Project H.E.A.L.T.H.



Grant amount: \$1,500,000

Leveraged amount: \$170,504 in-kind contributions from most key partners listed below

Grantee: North Carolina Department of Commerce, Commission on Workforce Development – Raleigh

Key partners: NC Hospital Association, NC Community College System, University of North Carolina System, NC Department of Health and Human Services, NC Area Health Education Centers, JobLink Career Center system, and local Workforce Development Boards

Grant activities will take place in the western, eastern, and piedmont regions.

Challenge

Since the mid-90's, North Carolina's health care industry has experienced severe shortages of registered nurses and direct care workers due to the aging of nurses and nursing educators. Meanwhile, the state has been devastated by worker dislocation.

Addressing the Challenge

With its \$1,500,000 grant, Project H.E.A.L.T.H.: Helping Employers and Labor Transition to Health Care will address North Carolina's critical nursing and direct care worker shortages. It targets the state's large and diverse labor pool of dislocated workers, and will test and expand innovative approaches to worker education, training, and employment in the nursing and direct care workforce sectors. In this model, H.E.A.L.T.H. will work to enhance health career development and employability of dislocated workers and provide the needed support for an education and training institution for nursing.

Projected Outcomes

Up to 450 displaced workers are projected to enroll in Human Resource Development Plus pilot sites that support other initiatives addressing direct care shortages.

Additional outcomes include 300 workers expected to enroll in further training, 200 placed in jobs -- of which 120 will be direct care workers. Thirty-three individuals will be placed in degree programs to increase the availability of instructors and applicants for health care programs.

Sustainable Impact

An advisory team drawn from hospitals, the long-term care industry, and key Project H.E.A.L.T.H. partners will build the foundation for sustainability. Project H.E.A.L.T.H. will provide innovative models that can be replicated throughout North Carolina and the nation.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Meeting America's Health Care Employment Needs: The Job Corps/Community College Solution



Grant amount: \$1,500,000

Grantee: Management & Training Corporation, Centerville, Utah

Key partners: *In Illinois:* City Colleges of Chicago and the Metropolitan Chicago Healthcare Council; *In Ohio:* Cincinnati State Technical and Community College and Sinclair Community College; *In Pennsylvania:* Luzerne County Community College and Lehigh/Carbon County Community College

Grant activities will take place at the Paul Simon Chicago Job Corps Center, the Cincinnati Job Corps Center, the Dayton Job Corps Center, and the Keystone Job Corps Center in Drums, Pa.

Challenge

The health care industry faces three key problems: a shortage of qualified health care employees, a lack of bilingual employees, and available, yet untrained out-of-school youth.

Addressing the Challenge

Management & Training Corporation will unite the efforts of Job Corps Centers with community colleges to address the health care workforce challenges in Illinois, Ohio, and Pennsylvania. Job Corps students finished with their vocational training in basic health will be recruited to pursue advanced training and certification at the community college. Additionally, this project provides instruction, assessment, career development, academic training, and support services. It also provides easy access for Hispanic youth to take advantage of English courses, and become part of a high-demand bilingual workforce.

Projected Outcomes

Management & Training Corporation's projects will affect four Job Corps Centers and 125 students, who will ultimately be employed in health care.

Sustainable Impact

Management & Training Corporation, Job Corps Centers, and participating community colleges will provide a firm foundation for sustainability once federal funding has been expended. The model will be documented so that it can be replicated in Job Corps Centers across the nation.



President's High Growth Job Training Initiative New Americans in Nursing Program



Grant amount: \$1,421,639

Leveraged amount: \$500,000 in cash from the Hospital Corporation of America (HCA)
\$ 60,150 in-kind from Florida International University (FIU)

Grantee: Florida International University School of Nursing

Key partners: Hospital Corporation of America, Nashville, TN

Grant activities will take place in Miami-Dade County and Tallahassee, Florida

Challenge

Nurse shortages left unaddressed will have severe and damaging impacts upon the availability and quality of health care services in the United States.

Addressing the Challenge

With its \$1,421,639 grant, the New Americans in Nursing Program will address the challenges by retraining unemployed or underemployed foreign-educated physicians to become registered nurses.

Projected Outcomes

One hundred nursing students with prior clinical knowledge and experience will graduate during the grant period. Under this grant, FIU also will test distance education through the use of interactive television, with 70 students in Miami and 30 in Tallahassee. The grantee will also share data on the program's effectiveness as a retraining model for other areas of the country.

Sustainable Impact

FIU's School of Nursing, through its strong track record of attracting financial support, will ensure the sustainability of this project. FIU will evaluate this program's impact and effectiveness for foreign physician students and the overall nursing workforce. Because of the large applicant pool of foreign-educated physicians and the worsening nursing shortage, there will be lasting interest from various hospital and corporate entities to support the continuation of this program.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Rural Healthcare Job Training and Economic Recovery Program in the Columbia River Gorge



Grant amount: \$1,250,000

Leveraged amount: \$542,501 from four local hospitals, four long-term care facilities, foundations, and Columbia Gorge Community College; \$328,481 in-kind from health care businesses and Columbia Gorge Community College

Grantee: Columbia Gorge Community College, The Dalles, Oregon

Key partners: Eight area hospitals and health care providers, Region 9 Workforce Investment Board and its One-Stop Career Centers, K-12 school districts, Oregon Health and Science University, and city and county governments

Grant activities will take place in Gilliam, Hood River, Sherman, Wasco, and Wheeler Counties in Oregon; Klickitat and Skamania Counties in Washington.

Challenge

Economic downturns have left high numbers of displaced workers requiring education and retraining to transition into health care positions. Without programs, the health care industry will not be able to draw from this non-traditional labor pool to fill vacancies.

Addressing the Challenge

With its \$1,250,000 grant, Columbia Gorge Community College and its partners will create a Health Occupations Career Ladder Nursing Program to train 200 new workers. CGCC will expand its offerings and opportunities for an Associate Degree in Nursing and a distance learning option for a Bachelor Degree of Nursing Program.

Projected Outcomes

Trainees will emerge from the Health Occupations Program with the skills, licenses, and experience needed for health care employment. Of the 200 trainees who enter the Career Ladder, 85 percent will pass licensing exams, and 85 percent will achieve employment at their target career level within the grant period. Further, 90 percent of incumbent workers will receive pay raises as a result of their additional credentials. Forty nurses of 200 total trainees will have the opportunity to earn a BSN through Columbia Gorge's dual admission agreement with Oregon Health and Science University.

Sustainable Impact

Besides the matching funds already supplied, regional businesses have committed financial support to the program for at least one year after the grant. Also, the Healthcare Demonstration Project grant will be replaced with Oregon State Reimbursement Funds at the end of the grant period.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Recruitment and Retention of Direct-Care Workers



Grant amount: \$999,902

Leveraged amount: \$999,902 cash from the Charles Stewart Mott Foundation and The Atlantic Philanthropies

Grantee: Paraprofessional Healthcare Institute, Bronx, New York

Key partners: Lehman College of New York; North Carolina Foundation for Advanced Health Programs; Workforce Investment Board of Lancaster County, Pennsylvania; local community colleges and workforce investment boards

Grant activities will take place in New York City, in and around Lancaster County, Pennsylvania, and at sites to be determined in North Carolina.

Challenge

The long-term care industry's shortage of direct-care workers is particularly acute in home-based care. Long-term care providers realize that they must transform standard practices regarding recruitment, training, supervision, and support in order to effectively attract and retain new workers as paraprofessionals.

Addressing the Challenge

With its \$999,902 grant, the Paraprofessional Healthcare Institute will provide a range of technical assistance, training initiatives, and materials for the long-term care workforce. Emphasis will be placed on Hispanic caregivers and supporting the nation's Workforce Investment Boards and community colleges in recruiting and training.

Projected Outcomes

The Paraprofessional Healthcare Institute will: 1) develop a recruitment and apprenticeship career-lattice model; 2) create a coaching approach for front-line supervisors, with a curriculum designed for employer-based community colleges; 3) demonstrate a problem solving training curriculum, in partnership with Lancaster's Workforce Investment Board; 4) publish a series of guidebooks, curricula, and teaching manuals – written in English and Spanish – on effective paraprofessional workforce development practices; 5) create strategic relations with faith-based health systems capable of bringing about nationwide change.

Sustainable Impact

Well-established partnerships of The Paraprofessional Health Institute, The Charles Stewart Mott Foundation, and The Atlantic Philanthropies along with local community colleges and Workforce Investment Boards will provide a firm foundation for replicating the model throughout the nation after the federal funds have been expended.



EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Healthcare Services Business Connection



Grant amount: \$762,659

Leveraged amount: \$200,000 in cash and \$500,000 in-kind contributions from multiple partners

Grantee: Tacoma-Pierce County Workforce Development Council

Key partners: More than 20 organizations ranging from health providers to universities, community colleges, and workforce boards

Grant activities will take place in Pierce County, Washington.

Challenge

Serious health care workforce shortages exist throughout the United States. Without a multi-pronged, regional approach, gaps in the health care workforce will not be filled.

Addressing the Challenge

With its \$762,659 grant, the Tacoma/Pierce County Workforce Development Council will implement four distinct projects to improve and expand the pool of qualified professionals in high-demand health care jobs. The first project confronts a clear need to train invasive cardiovascular technologists; the second targets current health care workers through a Comprehensive Career Coaching Program; the third seeks to establish connections through a Healthcare Educator Network; and the fourth project incorporates multiple strategies to reach out to minorities and youth.

Projected Outcomes

Tacoma/Pierce County Workforce Development Council will a) admit 15 students to the Invasive Cardiovascular Technologist Program; b) develop and launch the Healthcare Educator Network website; c) translate Healthcare Occupations Workshop materials into Spanish, Korean, and Russian; d) increase the Medical Rotation Program participants by eight; e) start a Health Summer Camp for youth; f) increase minority youth participation in job shadow and volunteer programs by 10 percent.

Sustainable Impact

At least 10 regional health care organizations will commit to ongoing funding of the Invasive Cardiovascular Technologist Program. At least 10 organizations, including regional colleges, universities, and the Washington State Nursing Association, will be approached for resources for the Healthcare Educator Network beyond the grant period. The partners involved in the Targeted Populations Outreach Program – community colleges, the local workforce system, and health care providers – already have a strong history of collaboration and will continue to work together after the grant ends.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Pueblo Project HEALTH



Grant amount: \$715,402

Leveraged amount: \$595,062 from grantee and state and local governments

Grantee: Pueblo Community College, Pueblo, Colorado

Key partners: Pueblo Work Link (One-Stop Career Center), Trinidad State Junior College, Parkview Episcopal Medical Center

Grant activities will take place in Colorado's Pueblo, Costilla, Conejos, and Alamosa Counties.

Challenge

A shortage of medical personnel in rural Colorado, communities is compounded by two key challenges. First, many rural communities have Emergency Medical Services comprised of volunteer personnel, who often leave to pursue paid employment elsewhere. In addition, there are no training programs in rural Colorado to prepare health care practitioners.

Addressing the Challenge

With its \$715,402 grant, Pueblo Project HEALTH addresses this shortage by bringing training opportunities to outlying areas, and helps volunteer medical personnel secure paid employment. Pueblo Project HEALTH combines the Emergency Medical and Respiratory Care positions into one hybrid curriculum, and administers their training through traditional classroom instruction, distance learning technology, and mobile clinical experiences. Graduates will be able to secure employment in Respiratory Care and serve as volunteer Emergency Medical Technicians. This project will assist counties that have been designated as Health Professional Shortage Areas and Medically Underserved Areas, and will target minority/disadvantaged individuals.

Projected Outcomes

The hybrid curriculum will prepare individuals for both the Intermediate Emergency Medical Technician and the Respiratory Care Practitioner positions. The number of minority/disadvantaged individuals enrolled in the program will increase significantly during the second and third years of the project.

Sustainable Impact

Pueblo Project HEALTH will result in an innovative curriculum that can be used by community colleges throughout the state. Further, local WIA funds can continue to be a source of funding after ETA demonstration funds expire. Third, Pueblo Project HEALTH is committed to expanding the program throughout the state using the community college system.



EMPLOYMENT AND TRAINING ADMINISTRATION
UNITED STATES DEPARTMENT OF LABOR

Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Hospice and Palliative Care Certificate



Grant amount: \$516,154

Leveraged amount: \$80,556 in-kind from Excelsior College

Grantee: Excelsior College, Albany, New York

Key partners: Fourteen hospices in New York state, along with one each in Montana, North Carolina, Rhode Island, South Carolina, and Texas

Grant activities will take place at locations determined immediately following implementation. Local hospices will be identified in Montana, New York, North Carolina, Rhode Island, South Carolina, and Texas.

Challenge

Many hospices and their associations have reported that the shortage of nurses is having a significant impact on access to hospice services, and that hospices have had to deny services to eligible patients because they do not have adequate staff to provide nursing care. Without immediate solutions to the hospice nurse shortage, dying patients and their families will increasingly face abandonment by the health care delivery system.

Addressing the Challenge

With its \$516,154 grant, Excelsior College will develop a Hospice and Palliative Care Online Certificate Program (HPCC) that includes a period of practical experience and training supervised by an expert or specialist. In doing so, HPCC will directly address two major national health care workforce needs: 1) expanding the number of registered nurses (RNs) working in the health care field; and 2) creating a stable, highly skilled RN workforce for hospices throughout the nation.

Projected Outcomes

Excelsior College will operate HPCC for 16 months as a pilot program in Montana, New York State, North Carolina, Rhode Island, South Carolina and Texas. The program will serve 60 interns and approximately 30 preceptor supervisors affecting the quality of care of over 15,000 patients from 19 hospice partners.

Sustainable Impact

Excelsior College has over 30 years of experience in developing educational programs for working adults. While other organizations have educational materials for hospice and palliative care, none are online and easily accessible. By the 17th month, the HPCC program will be offered nationally and will be self-sufficient.



President's High Growth Job Training Initiative Oregon Governor's Healthcare Workforce Initiative



Grant amount: \$300,000

Leveraged amount: \$200,000 in cash and \$250,000 in-kind from the State's Employer Workforce Training Fund

Grantee: Governor's Healthcare Workforce Initiative, Salem, Oregon

Key partners: *In Portland:* Oregon Consortium for Nursing Education (OCNE); Oregon Center for Nursing; Northwest Health Foundation. *In Tualatin:* Oregon Health Career Center; Community College Healthcare Action Plan.

Grant activities will take place statewide.

Challenge

Overcoming nursing shortages requires that the education system devise ways to supply clinical facilities and faculty. Otherwise, the education system will be unable to fill the pipeline with qualified nurses.

Addressing the Challenge

With its \$300,000 grant, the Oregon Governor's Healthcare Workforce Initiative will purchase seven SimMan,® real-time interactive human patient simulators made by Laerdal Medical Corporation. The simulation technology will be integrated into health care curricula for use by well-prepared and networked faculty, available over the state's broadband Internet network, and affordable for all education and service groups in the state.

Projected Outcomes

The Governor's Healthcare Workforce Initiative will report on the use of simulators to ensure that they: a) Increase the capacity of educational programs; b) Increase access to simulation-based education; c) Increase simulation technology expertise statewide; and d) Prove satisfactory as a quality educational tool.

Sustainable Impact

Firm commitments from community colleges, universities, high schools and health care organizations will help to ensure this project's long-term sustainability. This project's major stake-holding partners have each demonstrated their continuing efforts to meet the demand for a qualified health care workforce.



President's High Growth Job Training Initiative Efficacy of Tutoring to Reduce Health Care Occupation Bottleneck



Grant amount: \$224,088

Leveraged amount: \$456,091 in cash contributions from public and private sources.

Grantee: Capital IDEA, Austin, Texas

Key partners: *In Austin:* Austin Community College; Seaton Healthcare Network; St. David's Healthcare Partnership; Austin Heart; Worksource-Greater Austin Area Workforce Development Board; *In San Marcos:* Central Texas Medical Center.

Grant activities will take place in Central Texas.

Challenge

A Department of Labor-funded research project in Central Texas found that candidates for health care occupations had a very high failure rate in a key prerequisite course, Anatomy and Physiology I (A&P I). About one-third of students interested in health care careers were eliminated by A&P I. Taking A&P I multiple times delays admission for approximately one-quarter of the students.

Addressing the Challenge

With its \$224,088 grant, Capital IDEA will test a strategy that starts tutoring the first week of classes in order to: a) Increase the success rate of students, thereby reducing the extra expense of tuition, counseling, child care, and time associated with students repeating the course; b) Accelerate graduations; and c) Increase the success rate of disadvantaged students. Rather than take remedial action after students fall behind, the tutoring will raise their chances of enrolling in a nursing or allied health occupation.

Projected Outcomes

The Capital IDEA project will increase the percentage of students achieving a C or better in A&P I from 50 percent to at least 70 percent. Students achieving a B or better will rise from a baseline of 25 percent to at least 45 percent. Removing this bottleneck will then enable students and lower-skill hospital employees to advance to the career training courses much more quickly, thus addressing recruitment and retention issues of health care employees.

Sustainable Impact

Capital IDEA is a joint effort of Austin Interfaith and leaders in the business community, including the area's two largest hospital systems. Along with Austin Community College and local Workforce Investment Boards, a firm foundation for continuing the model will be in place after federal funds have been expended.



EMPLOYMENT AND TRAINING ADMINISTRATION
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Health Care Industry Demonstration Grants

President's High Growth Job Training Initiative Telelink Consortium Network



Grant amount: \$215,600

Leveraged amount: \$196,000 in cash and in-kind contributions from key partners listed below.

Grantee: Telelink Consortium Network, Ashland, Wisconsin

Key partners: Burnett Medical Center, Grantsburg; Flambeau Hospital, Park Falls; Memorial Health Center, Medford; Memorial Medical Center, Ashland; Northwest Wisconsin Workforce Investment Board, Ashland

Grant activities will take place in Northwest Wisconsin.

Challenge

Small, rural health care providers often do not have the resources to implement the continuous training and skills-upgrading programs necessary to keep employees.

Addressing the Challenge

With its \$215,600 grant, the Telelink Consortium Network (TLC) will establish ongoing, collaborative relationships among rural health care providers in Northwest Wisconsin and the One-Stop Career Center system. TLC will pool financial, material, and human resources of small, remote hospitals and clinics for the purposes of increasing the supply and retention of health care professionals.

Projected Outcomes

TLC's efforts will concentrate on delivering higher skills training using appropriate, cost effective, web-based means. Training topics will include continuing professional development, managerial subjects, and skills upgrading in such areas as sonograms, X-rays, CAT scans, and MRIs -- all of which have a significant impact on worker retention. Under the project, 300 incumbent workers will complete at least one professional development/skills upgrading module, and a 15 percent larger pool of candidates interested in training for higher skilled health care occupations will be created.

Sustainable Impact

Four of the region's largest hospitals form the core of the TLC Network, and have agreed to take responsibility for the sustainability of this project. A combination of TLC Network membership fees and access fees will be the specific method for achieving self-sustainability.



President's High Growth Job Training Initiative Three-Year, Hospital-Based Nursing Degree at a Rural Community Hospital



Grant amount: \$200,000

Leveraged amount: \$405,939 cash and in-kind contributions from Berger Health System

Grantee: Berger Health System, Circleville, Ohio

Key partners: Ohio University

Grant activities will take place in Pickaway County and adjacent counties and small cities in Ohio.

Challenge

The acute care sector in rural areas experiences nursing shortages due to up-front costs for education and books, lack of role models, and a lack of knowledge of career opportunities. Hence, rural citizens often do not take advantage of the opportunity to attain the professional goal of becoming a registered nurse. There is also a lack of capacity at the local university to educate all qualified nursing school applicants.

Addressing the Challenge

With its \$200,000 grant, the Berger Health System and Ohio University will meet the needs of the rural community hospital by holding all classes and clinical rotations at the Berger Hospital facilities for the three-year, university-based Associate Degree nursing program. Berger Health System agreed to sponsor one instructor, provide space, and accept students into clinical rotations. Ohio University agreed to supply the curriculum, faculty, and degrees.

Projected Outcomes

The Berger Health System and Ohio University will educate 30 incumbent employees and non-traditional students to become registered nurses in a community hospital versus a university setting. They also will document their progress and results so that the program can serve as a framework for other rural communities and hospitals.

Sustainable Impact

The project provides new and innovative ways to meet educational and workforce needs in rural regions. Due to the strong partnerships of the Berger Health System, Ohio University, and the local community, the project will serve as a model and be able to be repeated throughout the nation.



President's High Growth Job Training Initiative The Contextualized Literacy Pre-LPN Program



Grant amount: \$192,500

Leveraged amount: At least \$100,000 in matching funds from Service Employees International Union's Training and Upgrading Fund (TUF)

Grantee: 1199 SEIU League Grant Corporation – New York City

Key partners: NYC Department of Education; the Consortium for Worker Education

Grant activities will take place in New York City, Nassau, and Westchester Counties.

Challenge

Shortages of nursing and affiliated health care workers will have severe impacts upon the availability and quality of services if they are not addressed. One strategy for addressing the need for Licensed Practical Nurses (LPNs) calls for low-level health care workers to complete LPN training programs and secure employment. However, the challenge of the work-family balance, as well as other issues, make it difficult for workers who are new to academic environments to perform well on training programs' entrance exams.

Addressing the Challenge

SEIU's TUF will expand its Contextualized Literacy Pre-LPN Program, which combines literacy and job training in preparation for LPN programs. This pre-LPN program has been designed for low-level health-care workers who have been out of school for a long period of time and have had difficulty passing entrance exams. TUF will provide 10 classes and train instructors, enabling New York City area health care workers to enter LPN programs and find employment.

Projected Outcomes

Pre-LPN classes will prepare 250 students to pass entrance exams and enroll in LPN programs. 90 percent of the 250 participants will complete the pre-LPN program and advance to LPN programs within six months. The number of students in pre-LPN classes that successfully complete the LPN program will increase by 80 percent over last year.

Sustainable Impact

The Contextualized Literacy Pre-LPN Program will have a sustained impact on the LPN shortage because additional instructors will increase the TUF's training capacity. In addition, the pre-LPN program will have a sustained impact because the TUF has demonstrated its commitment to the program, providing at least \$100,000 in matching funds to expand the program. Finally, the program will serve as a replicable model for other entities, with recommendations and best practices disseminated through papers and conferences.



President's High Growth Job Training Initiative Developing Partnerships and Initiatives to Resolve Long-Term Care Workforce Challenges



Grant amount: \$113,296

Leveraged amount: \$7,615 from the American Health Care Association

Grantee: National Foundation for the Advancement of Elder and Disabled Care in America (part of the American Health Care Association) – Washington, D.C.

Key partners: George Washington University's Center for Health Services Research and Policy and Wertlieb Educational Institute for Long Term Care Management.

Grant activities will take place at locations determined through research proposed as part of this grant.

Challenge

Adequate staffing of facilities is essential for providing quality nursing home care. Without an infrastructure for this high-growth sector, nursing homes are challenged in building their workforce.

Addressing the Challenge

With its \$113,296 grant, the American Health Care Association will develop an infrastructure of "Best Practice" models that can be expanded, evaluated, replicated, and transported to other areas of the country.

A major objective of this effort includes the development of a practical "How To" or "Cookbook" to build partnerships for combating the nursing shortage in long-term care. Another major objective calls on long-term care providers to develop ways to effectively team up with the public workforce system and take actions that will make the profession an attractive employer.

Projected Outcomes

The American Health Care Association will develop the infrastructure of "Best Practice" models for long-term care facilities along with a "How To" book of best practices, and partner with the public workforce system to make the long-term care sector an attractive employment option.

Sustainable Impact

The American Health Care Association (AHCA) and the National Commission on the Nursing Workforce for Long-Term Care have the foundation to communicate and implement the "Best Practice" models identified by the project.



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Health Care Industry Demonstration Grants